



Technology Investment Council



State of Delaware
Technology Investment Council Meeting Minutes
March 8, 2011

Technology Investment Council Attendees

Name	Organization	Attendance	Represented by
James Sills	DTI	Present	
Russ Larson	Controller General	Represented	Steve Kubico
Ann Visalli	OMB Director	Represented	Meaghan Brennan
Dr. Lillian Lowery	DOE	Represented	Karen Field Rogers
Myron Steele	Chief Justice	Represented	Pat Griffin
James Canalichio	Dixon Valve & Coupling Company	Present	
Dan Grim	University of Delaware	Present	
Carlos Vieira	Bank of America	Present	
Kris Younger	82 North LLC	Not Present	
Glenn Tascione	Barclay's Bank	Present	

Call to Order:

Secretary Jim Sills called the meeting to order at approximately 9:00 am.

Welcome:

Jim Sills welcomed everyone, and introductions were made. TIC member's attendance was noted as shown in the above table. Others in attendance included DTI Senior Staff, DTI Team Leaders, IRM Council Representative, and DTI Legislative Analyst.

Old Business:

Jim Sills asked if all the members received and reviewed the December 14, 2010 TIC meeting minutes and requested for a motion to approve them. With no comments or questions, Carlos Vieira made a motion to approve the minutes as written, and Glenn Tascione seconded the motion. With no opposition, the motion was carried.

Strategic Plan Accomplishments ~ Secretary Sills:

Secretary Sills kicked off the meeting and provided an overview of our Strategic Plan accomplishments:

- The Strategic Plan was developed about 9-10 months ago. Overall tremendous progress has been made. The following new proposed initiatives that will be included in our Strategic Plan will be reviewed during the meeting:
 - Shift to a "Cloud First" Policy
 - Software as a Service (SaaS)
- IT Consolidation is going extremely well. We are currently engaged with four departments; Department of State, Department of Finance, Department of Transportation, and Department of Education. Last week, five DOS personnel physically moved into the DTI building. Next week, DOS hardware will move from the Townsend Data Center to DTI's William Penn Data Center.

- It has been eight months since ERP was installed successfully. For such a complex system, it is going well. It takes about a year for people to become accustomed to a new system, and we are making great progress.
- One of our strategic goals was to improve education technology. Colleen Gause will provide an update on Microsoft Live 365 later in the meeting. We also upgraded 36 schools from T1 Circuits to TLS Circuits. All the schools throughout the state, approximately 230, are now on TLS.
- We have deployed Microsoft Live Meeting and are in the process of deploying SharePoint in the second quarter of this year.
- We are improving our information security reliability: we currently have software that identifies and flags any email with a social security number attached or embedded in it that is being sent outside of the state network.
- All Smart Phones that access the state network now have to have specific security controls on them.
- Making good progress on Disaster Recovery and Continuity Planning. We are actively engaged with the Tier 1 agencies.

Strategic Planning - Future Direction ~ Secretary Sills:

We feel there is an opportunity to increase collaboration with the Information Resource Managers (IRM) in the agencies. Every agency has an IRM that is the primary IT Manager or Director for that specific agency. Last week we had a good meeting with the Executive Branch IRM's. These IRM's are responsible for the technology throughout the state, therefore we feel we will benefit by working closer with them in the future. Some examples of how DTI is currently working together with the IRM's are:

- MSP Working Group – Five IRMs that are working with DTI team focused on the Managed Service Provider that will allow the state to have one standard rate card.
- Enterprise Data Management and Major Projects Quarterly Review – Matt Payne will discuss in more detail later in the meeting.
- iTIC Committee, EA Policies and Standards – IRM's are involved in these processes.
- Enterprise PC Procurement – Work with the IRM's to leverage the buying power of pc's to obtain a discount across the state government.

Carlos Vieira: How many IRM's are there?

Secretary Sills: There are 48. 16 are part of the Executive Branch IRM's.

Our long term goal is to develop a single strategic plan that incorporates agency specific initiatives. This is the direction we want to move to over the next 12 – 18 months. We want to get a better understanding of their business drivers and the state or Federal mandates that impact technology. In addition, we want to focus on Return on Investment; to ensure it makes sense in the long term.

Improving Technology for Education ~ Colleen Gause:

Live@edu is Microsoft's free email service targeted at students and staff for K12. It is being repackaged as Microsoft Office 365 which will make online collaboration tools available to the users. We will be extending this to the 10,000 imail users of K12 staff and to the students as well. You can access Microsoft Office 365 via most smart phones. Students can access classroom materials, homework, and online storage. Some of the districts are currently piloting this service. Over the past year there has been a significant decline in the use of email particularly in the under 21 group. It decreased last year by 49%. We hope this solution will provide a much better solution than imail.

Karen Field-Rogers: When will this roll-out and what will be the cost to the districts?

Colleen Gause: There won't be a cost to the districts. We hope to roll it out in the summer time. The costs to the state are sustained. We are saving on the imail costs, but there are costs associated with archiving which is available through Microsoft that we will have to buy. And there are also costs associated with syncing their directories into the global address hook-up that we support.

Bill Hickox: The districts that are currently investing in their own infrastructure for exchange will have reduced costs.

Carlos Vieira: Any specific plan to have that completed by a specific timeframe?

Bill Hickox: It is being piloted right now; the reality with the districts is you have a very narrow window to do anything, which is the two months in the summer. We are going to try to push it through during that window.

Shift to a Cloud First Policy ~ Bill Hickox

The Federal Government has encouraged the states to adopt the 25 Global Technology Initiatives. We have adopted a couple of them; one is the “Cloud First” policy. Within DTI we have a private cloud that has been established: We built a virtual co-locate infrastructure, which is an infrastructure of virtual servers that can support many agencies and many applications across the enterprise. This involves taking an infrastructure, dividing it up, and allowing individual agencies to store their applications there that they specifically support. From a conceptual basis that is a “Cloud”; your resources are not your own, there are not within your building, they are out there where you are able to support your application remotely. It is extremely cost effective to virtualize hardware. By doing so, you don’t have stand-alone pc’s or servers that support one application and only use 10% of the resources. Virtualizing the servers allows you to leverage that excess capacity. This is the direction we are heading as we move forward. Each individual agency pays their individual portion of the overall cost to build this infrastructure. DTI is now offering a much lower cost to an agency to replace a server. The cost to come over to our virtual co-locate infrastructure is about 10% of the cost to replace the physical hardware. Currently, we are migrating agencies over to our virtual co-locate infrastructure when they have a request to replace a server. Agencies such as OMB have taken advantage of this. DTI is dramatically shifting its focus; anything that comes through will be shifted to a “Cloud First” policy, unless there is a significant compelling reason it shouldn’t, such as a legal requirement on the Courts. Our primary stance will be every replacement will be shifted to the “cloud”.

When the current infrastructure needs to be life-cycled, we will need to look at other potential options such as the public cloud. There may be other options to migrate to an outsourced alternative, rather than replacing or life-cycling the infrastructure. And we would still manage all our applications like we do today. This is where the future is heading. In order to accomplish all this, we have to establish contractual mechanisms. Within the next three months we plan to enhance Delaware’s network services contract to include Infrastructure as a Service (IaaS). During the elections in September our infrastructure was disabled for the first time due to the increased activity on our election site. To address that issue we utilized the services of Akamai. Akamai is a company that supports and is the front-end for a number of major websites, such as the IRS and ESPN. Akamai provides an umbrella over Delaware and serves the increased activity instantaneously. This is an example of IaaS.

Within the next six months, we will establish a vendor and a Service Level Agreement management services. We plan to utilize these external resources to understand and identify what is expected and establish how the state does business in order to support us. We cannot continue to build our way out of congestion. We recognize that the traffic and technology is driving more towards online activity, and for us to continue to build would result in greater, unsustainable maintenance costs down the road. By leveraging these types of relationships, we are going to be able to do a better job providing those services at a lower cost. Also, within the next six months we will establish a contractual vehicle for Platform as a service (PaaS) and Software as a service (SaaS).

There has been investment in existing infrastructure and we expect to get the useful life out of that existing infrastructure. However, when it comes time for replacement a Cloud platform the direction the state is going; we cannot continue to build and support that infrastructure going forward.

Pat Griffin: What are the security issues related to a private cloud versus a public cloud?

Bill Hickox: Significant. We are doing some internal work on that, which is why we are not in a public cloud right now. Currently, in our private cloud environment all of our existing security requirements are applicable and are in place.

Pat Griffin: So in a cloud platform is each agency separate? There must be some intermingling in terms of handling capacity and volume.

Bill Hickox: Those things can be isolated separately. It is the same concept as the mainframe: the mainframe is supporting a lot of different agencies and entities, but it is not cross-mingled. It is virtually segregated.

Pat Griffin: Is the cost really cheaper? There is obviously an upfront cost, but in the long term will the cost still be a lot less?

Bill Hickox: There will be even more cost savings in the future. Currently, you have to purchase licenses to support each individual box. If you have a volume license that supports the entire infrastructure, you eliminate license purchases. A lot of the costs associated with DTI and our operations are license driven. License costs are a huge cost associated with what we do. You also have hardware, software, and support savings. DTI virtualized 300 DTI managed servers and our savings is \$1.2 million a year. We have the experience and feel very comfortable moving this forward.

Glenn Tascione: Moving forward, do you know when certain hardware should be expected to hit its end-of-life so you can anticipate that growth in order to be in a proactive position now?

Bill Hickox: We have a good idea of when things should be life-cycled. One of the challenges that we run into is the agencies are bound by their own budget, so one of the things they may choose to do is get an extra year out of their infrastructure. Our goal is to have migrated all the stand-alone servers to a virtual co-locate environment within four years. Executive Order 20 establishes DTI review of IT purchases over a certain threshold. We catch a lot of these things when DTI makes this review.

Glenn Tascione: How long would it take an agency to get off their stand-alone server onto a virtual co-locate environment?

Mike Malik: Once we have what their current operating parameters are, we can literally take their running system and provide it to them right away. We can transition them over a weekend if we have to, depending on the amount of resources we have. It does not take much time to go from physical to virtual and it looks like it did in their data center.

The concept of SaaS involves buying a subscription to a service provided by a company. You have access to that service, but you do not have to maintain it. In government it is a relatively new concept and our procurement policies and guidelines have not caught up to the rest of society. We began to look at the contractual mechanism in order to engage a SaaS provider; however in Delaware there are separate mandatory use contracts for purchasing software, technical services, and hosting services. This would require us to engage three different contractors and piece it all together to make a SaaS offering a reality, which would be an extremely difficult challenge.

Purchasing Infrastructure and Platform as a Service (PaaS) ~ Bill Hickox

As of July 1st, Infrastructure and PaaS will be able to be purchased through the Network Services Contract. They will provide an umbrella over the state and can absorb all of our traffic so we do not have to build up our infrastructure.

Software as a Service (SaaS) ~ Bill Hickox

SaaS is a model of software deployment whereby a vendor provides the infrastructure and licenses an application to customers for use as a service on demand. The advantages include:

- No software or hardware to purchase, install, or maintain.
- No updates or upgrades to install.
- Can be implemented very quickly.
- Low cost of entry. There may be an entry fee and everyone else rolls in.
- Pay as you grow. If you only have a hundred users, you only pay for a hundred.
- Vested vendor interests.

Historically, the SaaS model is used for accounting collaboration, customer relationship management, ERP, content management, and service desk management. The disadvantages include:

- Harder to define. It is hard to put out a statement of work to cover every option we may need someday.

- Limited control of your data. There are many questions that are asked: Where is it housed, who can access it, who can view it, will it have public or non-public data in it?
- Harder to vendor manage, because you are going to require IT personnel that are used to building it, to now manage someone else building it.
- Will likely require an RFP depending on how unique it is.

Contracting for SaaS ~ Bill Hickox

According to the Attorney General's office, depending on the nature of the SaaS offering it could be considered a Professional Service. Therefore, solutions over \$50,000 can follow the state's professional services bidding process, which means that solutions under \$50,000 do not require a formal RFP. Currently, there are no generic contracts that can support SaaS. Over the next six months, DTI will be working on developing a generic SaaS contract so the agencies can utilize these types of services.

Pat Griffin: How does this conceptually differ from buying off-the-shelf software from a vendor?

Bill Hickox: We have mandatory use contracts for software, so any software can be purchased through Incite. If you are making any modifications to software that is being purchased, the AG's office determined it is no longer an off-the-shelf purchase and you are now requiring technical services to support it or make modifications to it. The SaaS offering requires them to do a little more; they are managing it versus just receiving the purchased software.

Major Projects Quarterly Meeting ~ Matt Payne

Since DTI provides oversight to the project teams on all projects, we believe it would be beneficial to establish quarterly Major Projects Review Meetings. Our goal is to set up a process where we can get into greater depth and understanding of the projects, and more importantly, share experiences and lessons learned. We plan to review topics such as, how they have their project teams structured, what does the management look like, what is the role of the vendor and the functional staff, are they using a detailed project plan, do they have an issue's list or risk list, and discuss any challenges. The meeting is not intended to be an audit-like approach; the idea is to proactively prevent any potential issues that could arise and reduce any risks that they may be facing. In addition, DTI's goal is to promote a consistent understanding of project activities, roles, and responsibilities.

Major Projects are projects at or over \$5 million depending on the criticality of the project. We would expect the following individuals to participate in the quarterly reviews: the individual(s) who are managing the project, the technical lead, the functional lead, and the sponsor. A template will be developed and sent to the project manager to be completed prior to the review. The meetings will be held quarterly in between the TIC meetings.

Meaghan Brennan: What are your expectations on who will be listening to each of the updates?

Matt Payne: The folks that will be listening and providing guidance will be individuals from DTI and the leadership of the individual projects. Other folks that are involved in those projects can choose to be there if they want to listen to the updates.

Meaghan Brennan: My concern is if a project looks like it is going to cost more or runs into issues, how will OMB and other agencies find out about it?

Matt Payne: The first thing we are going to do is make sure they understand where we see the project and provide them some guidance. We are going to make sure their sponsor and Cabinet Secretary understand that this is a \$20, \$30, \$40 million dollar project and clearly communicate the issues and concerns that need to be addressed. We will also review the projects that have issues during the TIC meeting. In the quarterly review meeting we will identify any projects that have issues, communicate those issues to the senior management, provide them with actionable items to come back with, and review those projects with the TIC.

Meaghan Brennan: In terms of the big technology projects out there; DACSES, Facts II, ERP, COTS...

Matt Payne: We also have Race for the Top. I hesitate to say the threshold is \$5 million; if there is one that is \$3-\$4 million and the impact is really significant then that is one we would want to take a look at. The idea is that this meeting is something that people should want to go to and share the items up front to mitigate any risks. Budget specifically will be something we will talk about.

Meaghan Brennan: Looking at ERP and some of the other IT projects; IT is constantly evolving. So when you finish one phase you may already be looking or projecting out in the next 0 - 5 years in terms of doing an upgrade and that is important to know in terms of the budget.

Matt Payne: We are not even consistent in knowing the budget. Some of these projects only have the vendor costs, some of them have the vendor costs plus the costs of the people in the state, and some have both of those plus the space they may be leasing. We want a little more consistency so that everything is looked at the same.

Carlos Vieira: Do you have Project Management standards that people are required to follow?

Matt Payne: We have Project Management standards. In terms of being required to follow, I would say no because we do not audit projects. We bring a handful of projects here and try to dig down to the next level to get more detail. On some projects the technical lead is also the Project Manager. We don't really have that consistency of structure. A lot of areas use external third parties to manage for them and they will have the oversight of that project manager. They are only as good as the direction you are going to be giving them.

Pat Griffin: Does DTI have a liaison for every major project?

Matt Payne: No, Bill and I sit on a number of those projects. We go to those meetings maybe once a quarter and we get an overview. We ask about 90% of the questions in those meetings. So it is inconsistent.

Enabling the Mobile Workforce ~ Elayne Starkey

One of the Strategic Plan initiatives was to further enable a mobile workforce. DTI is currently making some changes in that direction. We now allow for remote access through Remote Desktop Protocol (RDP), which allows some of our workforce to connect from alternate locations other than their work station. RDP allows you to have the same desktop or laptop environment and the experience would be identical to what you would have in a state facility. The RDP access has been restricted for security and lack of audit trail reasons. There have been some new structure changes in the way that our network is organized that have now opened up the possibility to expand the use of RDP to our customers. Right now, it is only available to our system administration staff. We are examining the possibility of making it available to all approved telecommuters and offering them this service.

Meaghan Brennan: I have access to SSL-VPN so I can approve documents at home. That is not remote desktop, which is just my ability to get into FSF and PHRST. What is the difference between SSL-VPN and RDP?

Elayne Starkey: They are a very different user experience. Basically, with SSL-VPN you are taking your internet connection at home and you are carving out a little tunnel to connect back to the state network that you are using to approve documents or some may use for calendaring or emailing. It is not exactly like you are sitting at your desk in your office. RDP allows your user experience to be much more like sitting at your desk.

Improved WiFi Connectivity for Our Customers ~ Elayne Starkey

Some of our state facilities have a utility called Guest-net. Until recently Guest-net has been restricted; it required advanced preplanning which included preregistration and authentication and the accounts expired after a certain amount of time. We are looking to eliminate some of those barriers and we plan to proxy access with less restriction. The current proxy doesn't include access to some sites such as Facebook. We plan to open access to some social networking sites while still assuring anti-malware and anti-spyware software is in place. Our objective is to try to improve customer service. We have three pilot locations up and running; DTI, Buena Vista, and Public Archives. Guest-net will soon be available as a new service offering to our customers. The idea is to put an end to independent,

unsecure wireless network in an uncoordinated way across the state. Our goal is to have a single coordinated approach with reliable security to offer our customers.

Pat Griffin: Right now we can't access streaming or social networking on our state computers; will you be to access them through this?

Elayne Starkey: Yes, but that is really not our intent. This is designed for our visitors, citizens, vendors, or auditors that are coming into our building. We are not encouraging our state employees to take their personal wireless device during work time and connect to this network so they can stream the basketball game or things like that. Management will have to keep an eye on those types of things, but certainly there is a demand for this kind of service from other consumers of our services and the general public.

Pat Griffin: Are you also looking into opening other aspects of the internet like Facebook?

Elayne Starkey: There is a huge acceptable use concern by opening up Facebook to the general user population. But we do have provisions and recognize Facebook as a significant business tool to allow access to our Public Information Officers or those that are involved with the media or public outreach as a part of their job.

Carlos Vieira: Is there a statewide plan to utilize mobile workforce? It seems like it is still an as needed, reluctant thing to do. In our organization we are using it successfully quite a bit.

Elayne Starkey: It sounds like you are using it more as a recruitment tool.

Carlos Vieira: Yes, it has also been a space management planning tool for us. Also in cases of bad weather, if they can't come to work, they can work from home. A lot of people prefer to do that than to take a personal day.

Elayne Starkey: We have a general telecommuting policy and it has come a long way. DTI has a fairly generous Telecommuting policy. I do not know about the rest of the state.

Meaghan Brennan: OMB has a flexible work schedule, but we don't have where you can work from home in terms of telecommuting. Also one of the issues with the VPN; there is actually a per month, per user charge; so what we did internally was to look at who needed access. It is not as though everyone has VPN access yearly.

Bill Hickox: We do not charge for remote access.

Colleen Gause: DTI pays for it, the agencies don't.

Bill Hickox: It is included in the exchange rate and DTI does absorb a cost.

Secretary Sills: That is a great observation Carlos about the state's telecommuting policy. The state is probably 3 + years behind in terms of allowing their workforce to work from home. This is a start, but there is no plan of how we can standardize this across the state, because every department is different.

Expanded Use of Mobile Devices ~ Elayne Starkey

In addition to the infrastructure to enable a mobile workforce, we are working on pilot programs with iPads and other Tablet PC's and the Kid's Department is testing mobile forms supported by Verizon. We also enforced Smart Phone restrictions which locked down personal smart phone capability to satisfy security controls. This enables our workforce to use their personal devices in a way that still satisfies our security policy.

Enterprise Data Management ~ Matt Payne

Another concept the State is reviewing that is currently common practice in the private sector is Enterprise Data Management. The goal of Enterprise Data Management is to enable and encourage the sharing of data to improve the

accuracy and consistency of the data and to minimize the costs associated with maintaining this data. We are in the beginning stages and will soon be sending out invitations to a few agencies to create a think tank of what we need to do. We will then establish our state standards and policies and develop a more detailed understanding of the State's data. Currently in the State we have some data sharing, but it is mostly done from a point to point perspective. One thing we noticed with our newer projects such as FACTS II is that it requires hundreds of interfaces and it has a desire to look at data from a variety of agencies. Today we would build incremental interfaces and every time you performed an upgrade all the data would need to be brought forward. This scenario is what triggered the need for Enterprise Data Management. We are still in the very early stages, but as larger projects come on board, instead of building it point to point we want to start establishing these data repositories, for instance things associated with Social Services or Financials. We then would set them up through the governance boards and leverage projects to start building. This initiative will have to be launched project by project.

Secretary Sills: Before we move forward, I would like to ask if there is anything that we should include in the TIC meetings or is there any feedback from anything that we presented today? Are we going in the right direction? Is there anything we need to eliminate or add? We are open to any comments or feedback.

Carlos Vieira: There seems to be a huge improvement in terms of the entire process. I think you guys have done a nice job of keeping us up-to-date and there has been tremendous improvement from the first couple of meetings when we started off. You guys have come a long way in terms of getting everything organized and making it easier for us to know what is going on.

Jim Canalichio: I think it is a good direction at this point. I have been looking back at some of the challenges you faced and I think you have laid the groundwork for growth.

Glenn Tascione: I believe you've made a lot of progress since I have been attending these committee meetings and are making a lot of the right moves. I think you have been proactive much more than reactive. I have a question for Matt: how do you now take the next leap to get to a position where you are in a more proactive approach pushing that idea of Data Management as the right concept? How do you get to that next step?

Matt Payne: The idea was to first get it established. We have a couple of big projects that we want to piggyback on, but beyond that we have to start showing the folks where there is money to be saved and opportunities to be taken. We are going to have to set it up first and then work with the agencies to start to identify the data that they want to share. We don't have a pool of IT money that is sitting out there every year for all the projects we would like to do. We have to partner with the agencies and find the mechanism to get the money. We are going to have to take it in smaller pieces.

Major Projects Update ~ Matt Payne

Updates will be provided for two new projects in their infancy stages: Family and Children Tracking System (FACTS II) and Education Insight (EDINS/Race to the Top). DTI is not managing either of these projects. Our role is primarily on the technical side, and as they are looking for vendor partners, DTI provides guidance and direction on the technology we feel they should be considering.

FACTS II: The objective of FACTS II is to replace DSCYF's 17+ year old Family and Child Tracking System with a new system, built on current technologies, that integrates services provided by the Department's Family Services, Prevention and Behavioral Health and Youth Rehabilitative Services divisions. DSCYF has reviewed and updated the project requirements and obtained ACF approval for three FACTS II-related RFPs. The RFPs were released late last fall for Design, Development, and Implementation (DD&I), Quality Assurance (QA), and contracted project management (PM). Proposals have been received in response to all three RFPs and are currently being evaluated by FACTS II teams. The total project budget is \$25.6 million and as of March 1, 2011 no monies have been expended.

FACTS II Issues/Risks: There is competition for DSCYF staff and the professional services have been under estimated.

FACTS II is on schedule; proposal reviews have been completed, awardees have been identified, and the contract negotiations will be initiated in May.

Carlos Vieira: The RFP went out last fall and we are not evaluating them until now?

Matt Payne: Some of them have come in. The Bidder's Conference was in January. Three of us went to the Bidder's conference and answered some questions.

Carlos Vieira: That is a long time to go through that process.

Matt Payne: There was a lot of engineering around exactly what and how they wanted it to be. I still believe there is a lot of work around that.

Carlos Vieira: Is DTI going to consider doing Project Management for these groups?

Matt Payne: I met with their Cabinet Secretary and presented the challenges that we think this project entails; this is a very complicated project. The total reengineering is very complicated and there are significant workflow and data changes. They feel confident in managing it.

Secretary Sills: They have never managed a \$25 million project. Again, Matt and I met with their Secretary twice and laid out all the risks. She went back to her staff and her staff felt they could manage it.

Carlos Vieira: Generically have you looked at DTI to offer Project Management services for other agencies?

Matt Payne: We do not do it for all the projects when we don't have the bandwidth. Our Project Management team has 13 people in it and they are consumed with DTI projects. We do occasionally, like ICIS, partner with a department. My view on it is that we can't manage them but should we be overseeing Project Managers that we bring in. That is my big issue; if we bring in contractors as Project Managers, we need to ask who is going to give them guidance and oversee what they are doing and make sure they are doing the right thing. We are going to continue to work and partner with these folks. They have been very good partners with us in terms of discussions around data. They are very open.

Education Insight: "Education Insight" is a set of interrelated projects designed to foster data-driven decision making among Delaware educators with the goal of improving education outcomes for all students. The program includes establishment of a longitudinal warehouse of K12 data, distribution of this data through role-based performance management dashboards for different stakeholder groups, and creation of an identify management portal to control access to all Education Insight components in accordance with the Family Educational Rights and Privacy Act (FERPA). The current focus for the technology portion of Race to the Top is on the procurement of software and services to build the longitudinal data warehouse. To date, the project has engaged leaders from every LEA regarding local, end-user needs; issued a Request for Information (RFI) that resulted in 24 responses; and issued RFPs for the longitudinal data warehouse and performance management dashboards. The RFPs resulted in 10 and 11 responses respectively. Final selection for both RFPs is expected by the end of March, 2011. The total project budget is \$6 million, and as of March 1, 2011 \$1.5 million has been expended.

Pat Griffin: On what? Is it hardware?

Matt Payne: There have been resources that have been brought onboard and equipment that has been purchased.

Karen Field-Rogers: There are actually five or six projects in this. Part of this is an Identity Management; we've got to develop common course codes. We have a lot of this data already that we are just expanding on to. The warehouse piece is just starting and there is also a portal piece. There are a lot of components to that. Some of the other components are a little further along than the warehouse.

Matt Payne: The one piece we are currently discussing is regarding a separate tool. We already have one tool in the state and are proposing another tool that may be better.

Karen Field-Rogers: And we already do some of it; all of our teachers have access to single sign on and things like that because there is data they're able to see. If you are an administrator, you are able to see a different set of data.

Education Insight Timeline: It is on schedule to have the final scope, work plan, resource plan, and to have the project kick-off in April.

Carlos Vieira: Matt you said you have gone through the RFP process for FACTS II and have not spent any of the \$25 million. Is that because the people that are involved in the RFP are state employees?

Matt Payne: Yes, there is inconsistency on how everybody tracks their budgets. Some have people that get funded by them and others do not include the people. We are not really consistent on how we do that.

Upcoming Meeting Dates:

Tuesday – June 14, 2011 (VTC)

Tuesday – September 13, 2011 (VTC)

Tuesday – December 13, 2011(TBD)

Tuesday – March 13, 2012 (TBD)

Conclusion ~ Secretary Sills:

Secretary Sills thanked the members for their participation and informed the Council that the next scheduled TIC Meeting will be on Tuesday, June 14, 2011 will be held in two video teleconference locations in the Dover and Wilmington.

Adjournment – Secretary Sills:

With no further business to be conducted, Pat Griffin made the motion to adjourn, and Karen Field-Rogers seconded the motion. With no opposition, the motion was carried. The meeting was adjourned at approximately 10:44 am.

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